

# **SEMINAR PENGURUSAN CEMERLANG II**

“Kemahiran Pengurusan Asas Keutuhan Organisasi”

## **KERTAS KERJA 4**

### **“KEMAHIRAN KEMANUSIAAN DALAM PENGURUSAN ORGANISASI”**

Oleh:

Y.Bhg. Prof. Dato' Dzulkifli Abdul Razak  
Naib Canselor  
Universiti Sains Malaysia

**TARIKH:**

**29 – 31 Julai 2005**

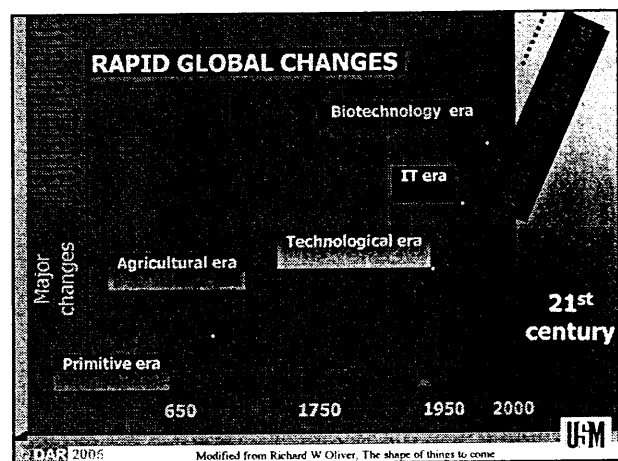
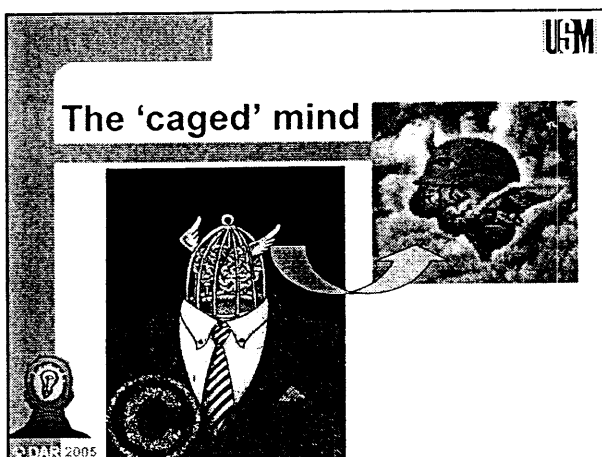
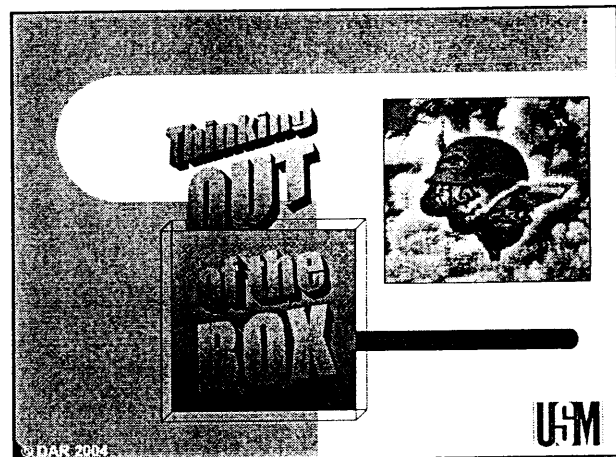
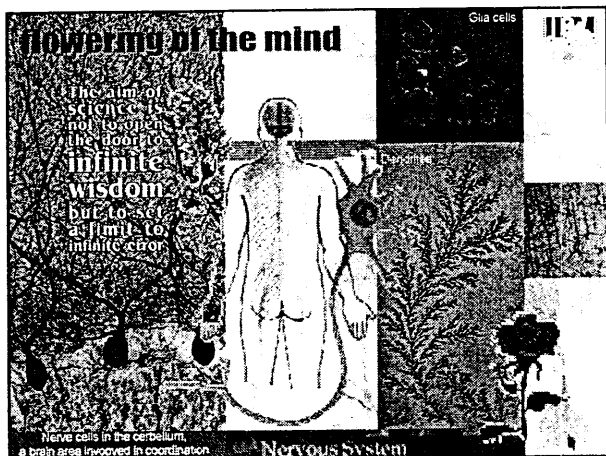
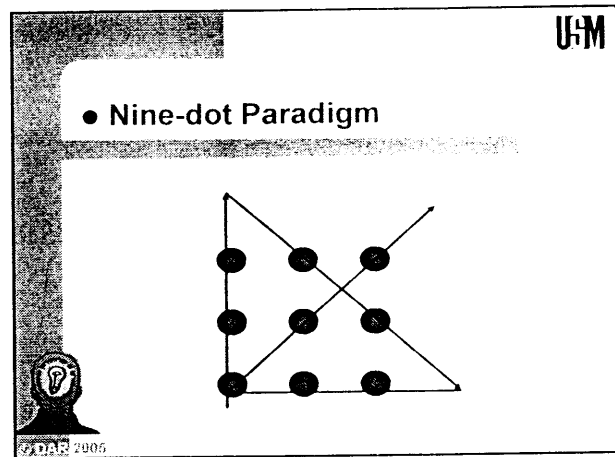
**TEMPAT:**

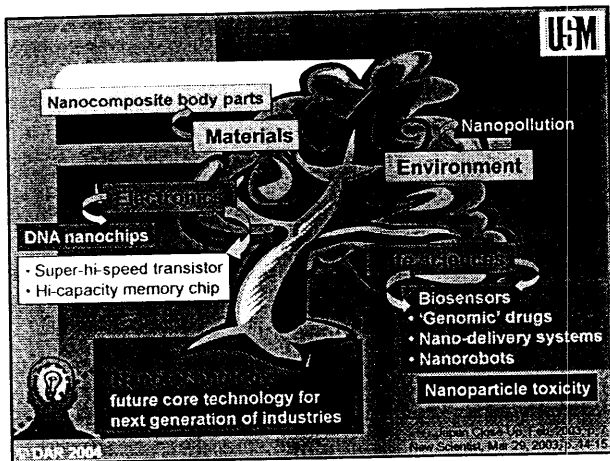
**Paradise Sandy Beach Resort, Pulau Pinang**



**ANJURAN:**  
**Persatuan Pegawai Tadbir & Ikhtisas (PERPATI)**  
**Universiti Utara Malaysia**







### Mindset Story

- A boy and his father went for a drive. And they met with a deadly accident. His father who is a surgeon died on the spot. The boy survived but was severely injured. He needed an urgent surgery. He was taken to a hospital.
- When the boy arrived at the hospital, the surgeon said, "I cannot operate on this boy, he is my son!"

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### Out of WHICH box?

- Paradigm
- Mindset
- Habit
- Addiction
- Routine
- Stereotype

Resistance to change

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### Habits/Routine

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### • Sixteen-dot Paradigm

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### Addiction

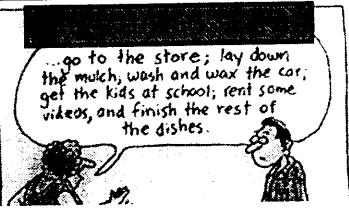
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**Stereotype**



© DAR 2005

**Stereotype**

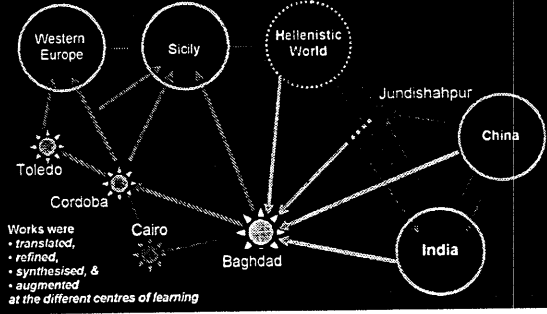


...go to the store; lay down the mulch, wash and wax the car; get the kids at school; rent some videos, and finish the rest of the dishes.

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**Stereotype**

### Illuminating Europe's Dark Ages

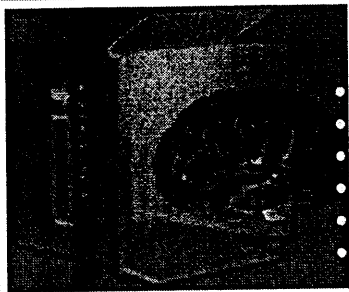


Western Europe, Sicily, Hellenistic World, Jundishapur, China, India, Baghdad, Cairo, Cordoba, Toledo.

Works were translated, refined, synthesised, & augmented at the different centres of learning

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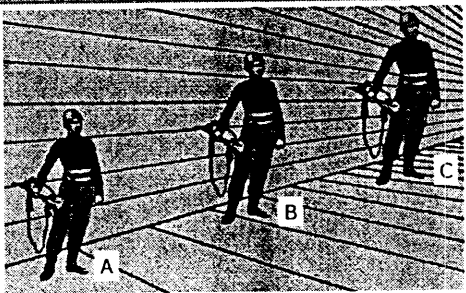
**Thinking Out-of-the-Box**



- Paradigm
- Mindset
- Habit
- Addiction
- Routine
- Stereotype


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**Which one is the tallest?**



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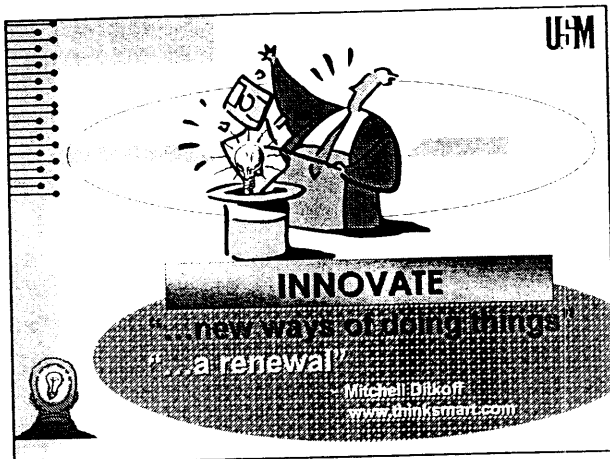
**How?**



**CHANGE Your:**

- Paradigm
- Mindset
- Habit
- Addiction
- Routine
- Stereotype

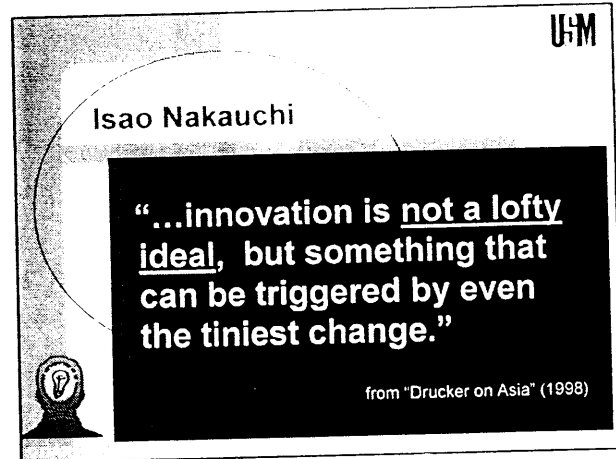
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**INNOVATE**  
new ways of doing things  
a renewal

Mitchell Diskoff  
www.thinksmart.com

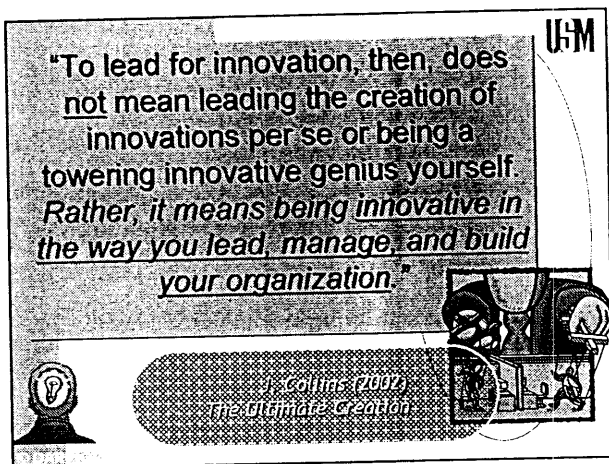


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Isao Nakauchi

**"...innovation is not a lofty ideal, but something that can be triggered by even the tiniest change."**

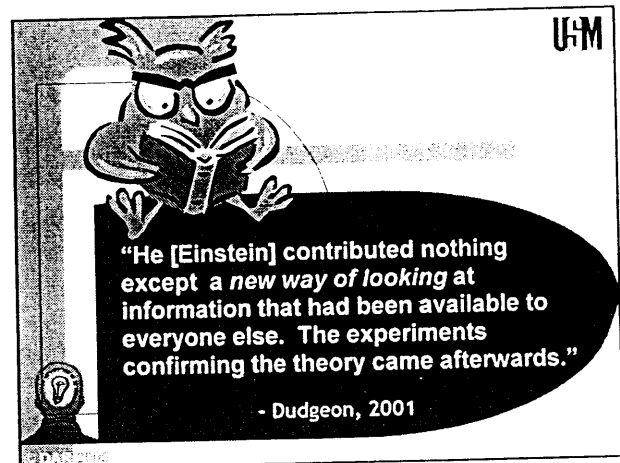
from "Drucker on Asia" (1998)



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**"To lead for innovation, then, does not mean leading the creation of innovations per se or being a towering innovative genius yourself. Rather, it means being innovative in the way you lead, manage, and build your organization."**

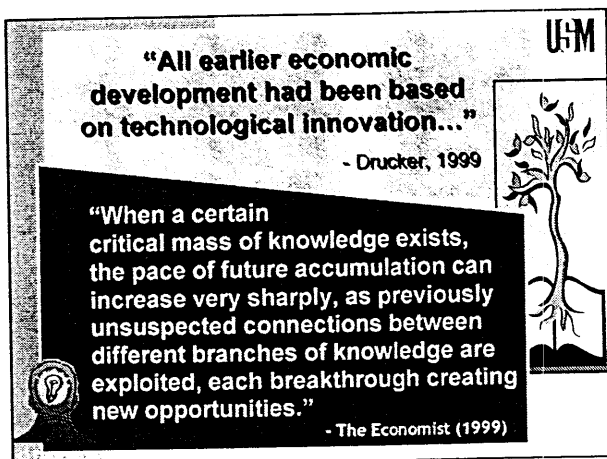
J. Collins (2002)  
The Ultimate Creation



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**"He [Einstein] contributed nothing except a new way of looking at information that had been available to everyone else. The experiments confirming the theory came afterwards."**

- Dudgeon, 2001



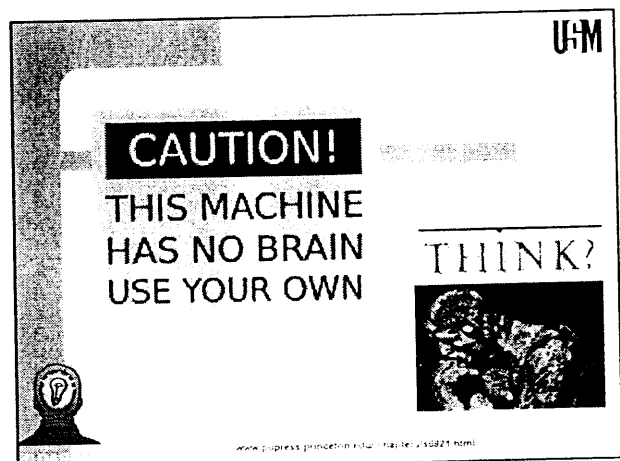
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**"All earlier economic development had been based on technological innovation..."**

- Drucker, 1999

**"When a certain critical mass of knowledge exists, the pace of future accumulation can increase very sharply, as previously unsuspected connections between different branches of knowledge are exploited, each breakthrough creating new opportunities."**

- The Economist (1999)



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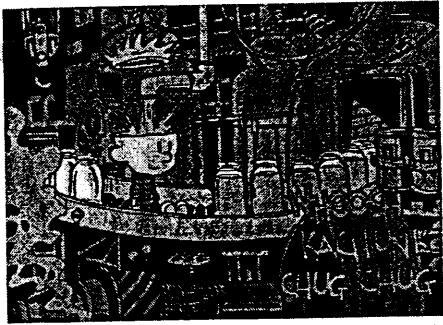
**CAUTION!**

**THIS MACHINE HAS NO BRAIN USE YOUR OWN**

**THINK?**

www.gupress.princeton.edu/machines/0021.html

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Garbage in... 

...Garbage out ←

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## Learning functions




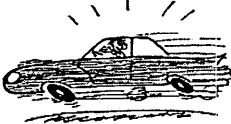
**Right Brain (Hemisphere)**

- quick (lightening speed)
- Imagination - visualisation ('see with your mind')
- memory power ("absorbent mind" – Maria Montessori)
- creative & synthesis
- stimulated by colours
- stimulated by music (baroque)

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## The brain 'think' in pictures - visioning

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***Imagination is more important  
than knowledge.  
Knowledge is limited.  
Imagination encircles the world.***

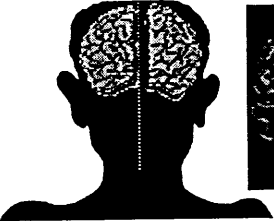
*Albert Einstein*

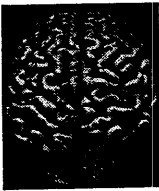
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## Human Brain: The Idea Machine

RIGHT    LEFT






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## Learning functions

**Left Brain (Hemisphere)**

- slow
- "meticulous"
- repetitive exercises
- logical & analytical
- more appropriate for the 3"R"s



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## Model of learning techniques

(Rita & Kenneth Dunn)

### Right Brain requires

- Music
- Dim light
- Informal arrangement
- Visual
- Food
- Global, Impulsive
- Simultaneous processing

### Left Brain requires

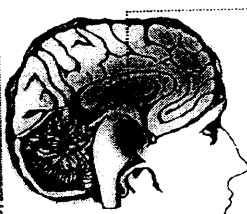
- Quite environment
- Bright light
- Formal arrangement
- Textual – alpha-numeric
- No food
- Analytical, Reflective
- Successive processing

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## Corpus Callosum

This is a cable of nerves That connects the two hemispheres of the brain, and is believed to be involved in creativity and problem solving. It appears to change and grow significantly through adolescence.



www.pbs.org/~shows/teenbrain/art/brain.jpg

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## Model of learning techniques

(Rita & Kenneth Dunn)

### ELEMENTS

STIMULI	SOUND	SMELL	TEMPERATURE	VISION
Environmental	Light	Touch	Pressure	Structure
Emotional	Smell	Touch	Pressure	Structure
Sociological	Smell	Touch	Pressure	Structure
Physiological	Smell	Touch	Pressure	Structure
Psychological	Smell	Touch	Pressure	Structure

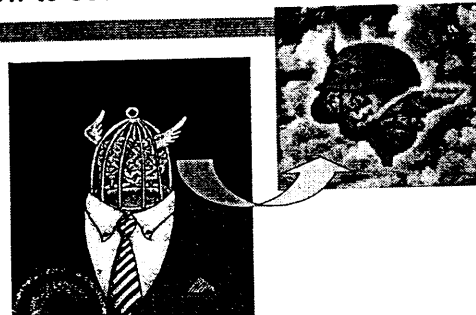
Simultaneous or Successive Processing

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## Innovation = Creativity + Implementation

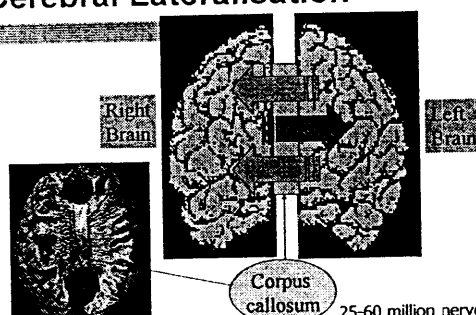
### How to set innovative ideas free...



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## 'Cerebral Lateralisation'



Right Brain

Left Brain

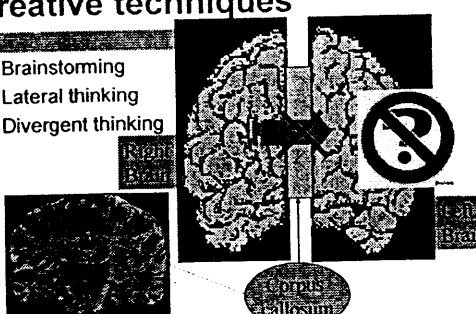
Corpus callosum 25-60 million nerves

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## Creative techniques

- Brainstorming
- Lateral thinking
- Divergent thinking

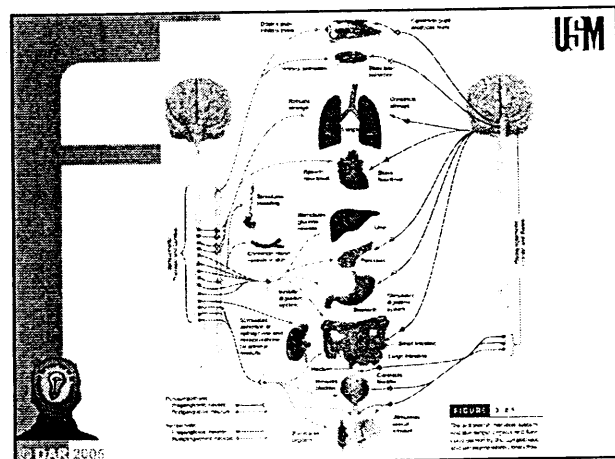
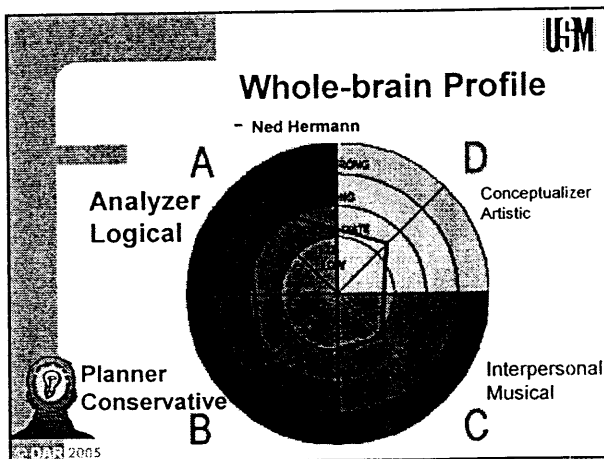
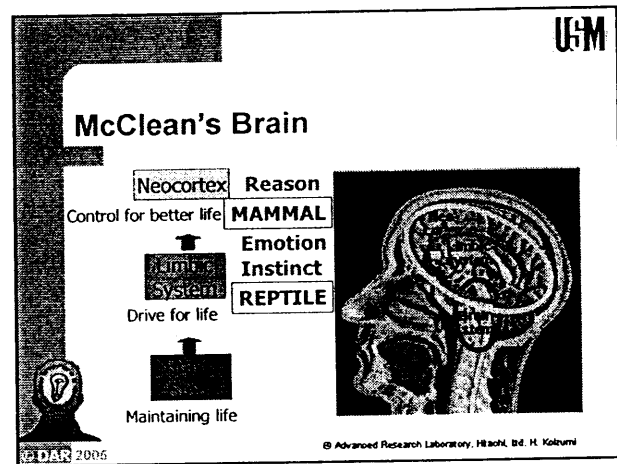
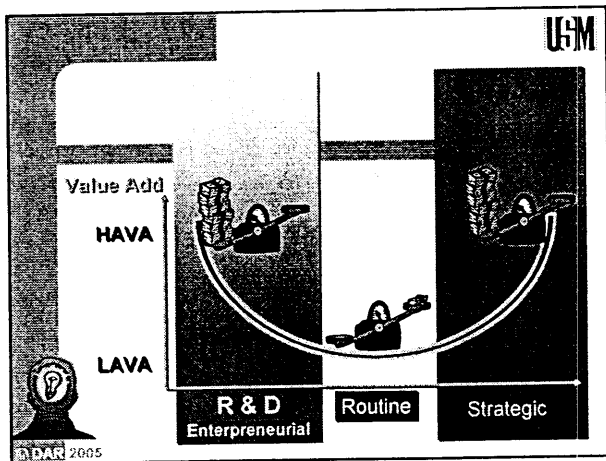
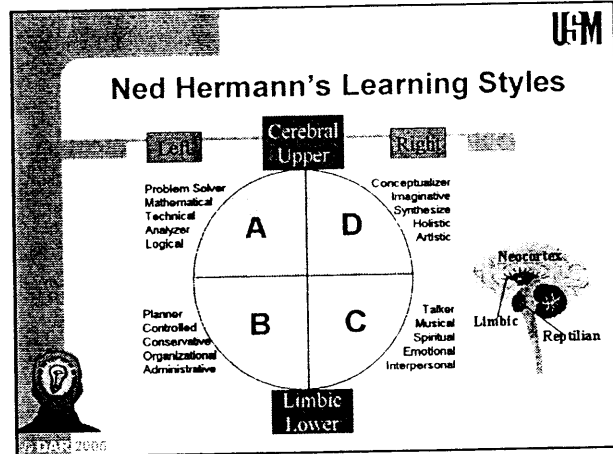
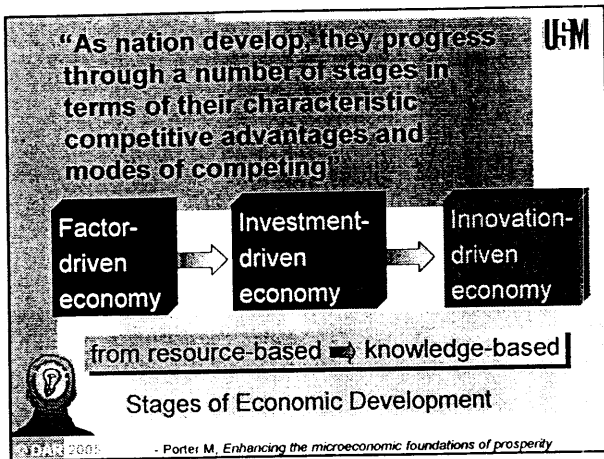


Right Brain

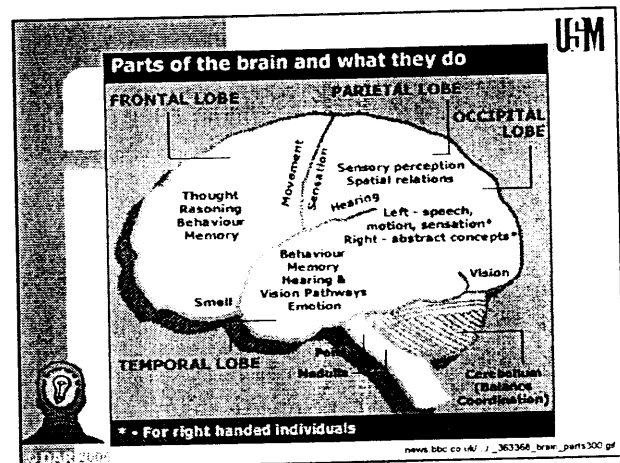
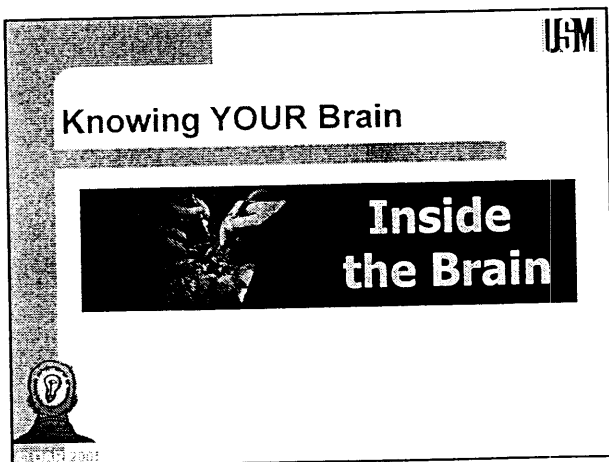
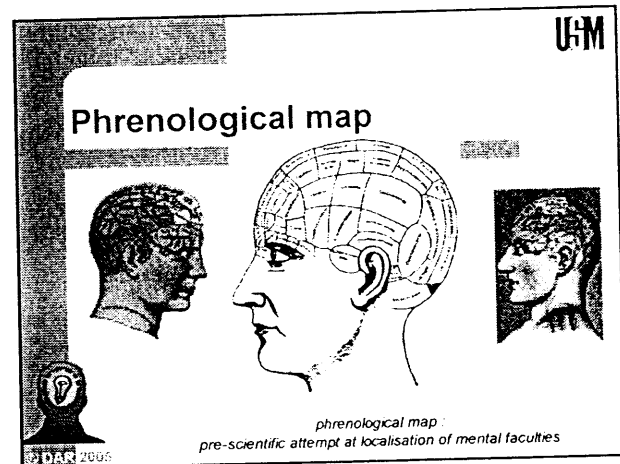
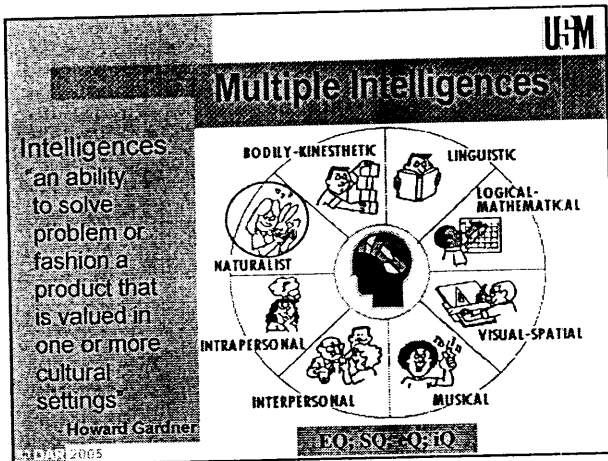
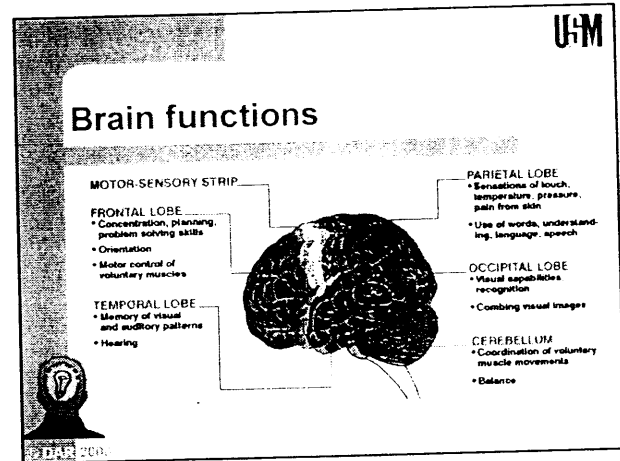
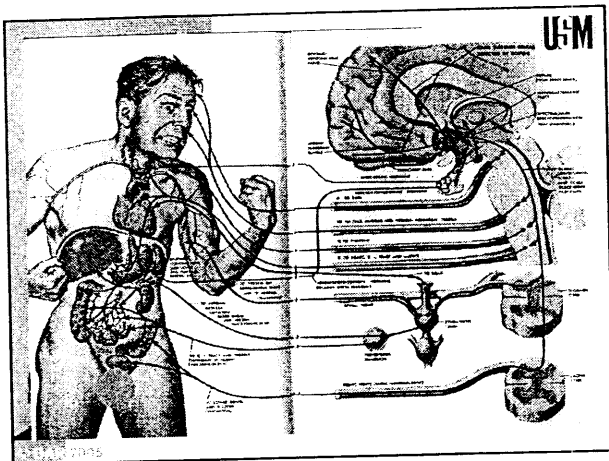
Left Brain

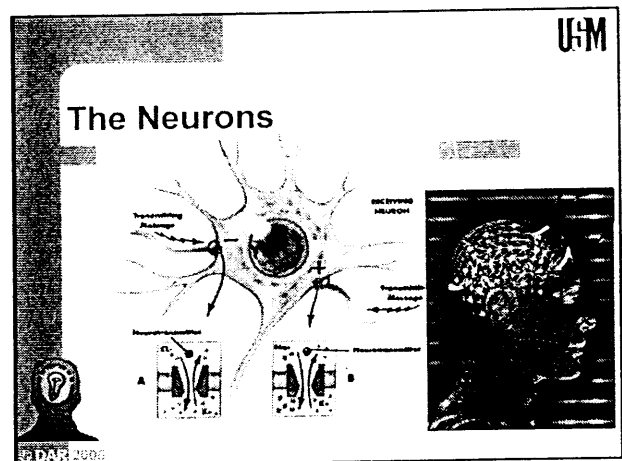
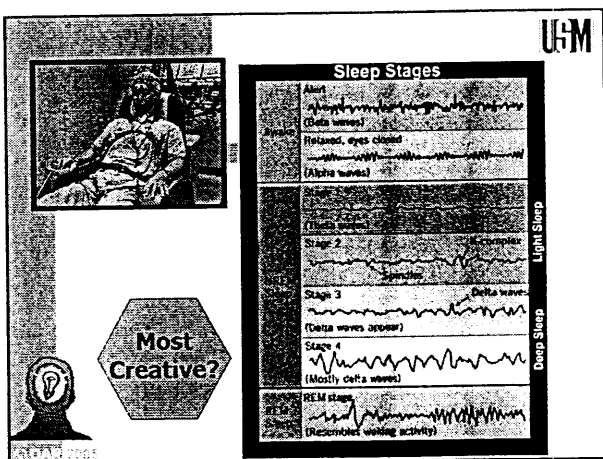
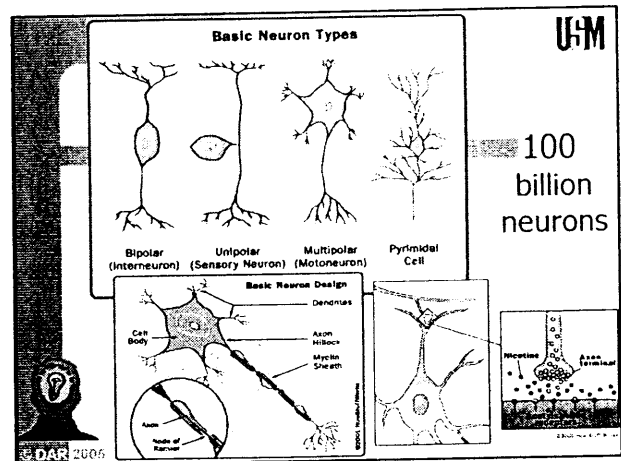
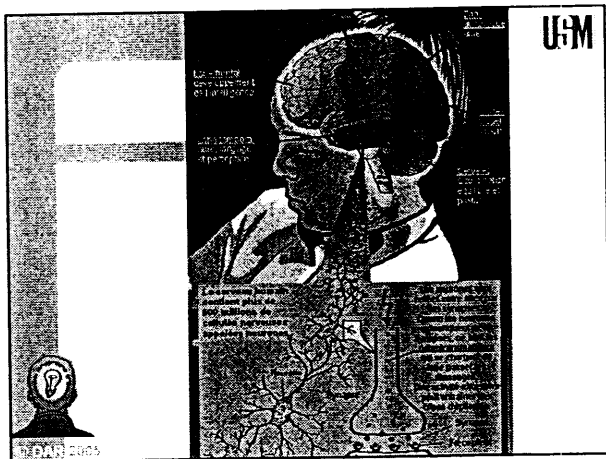
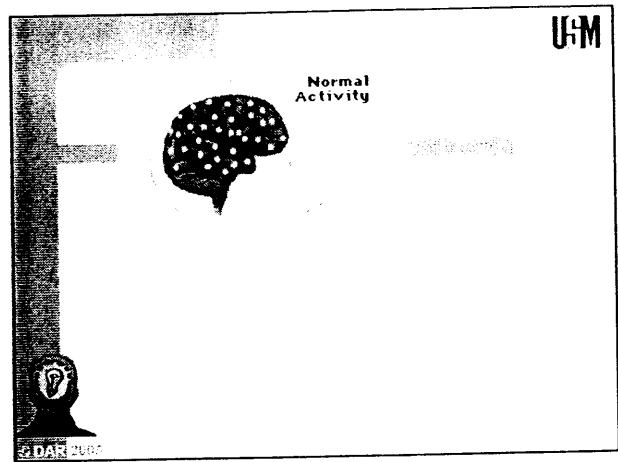
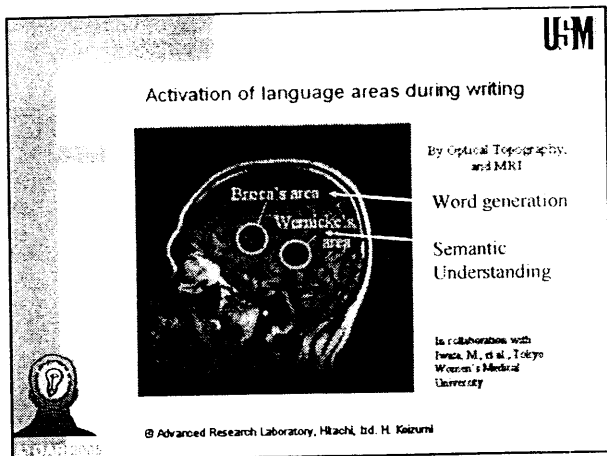
Corpus callosum

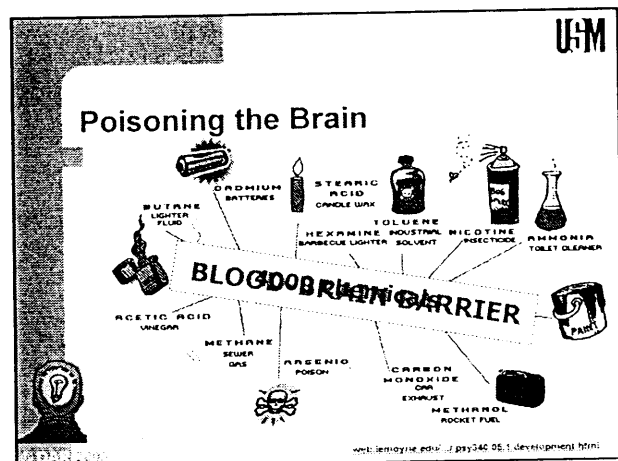
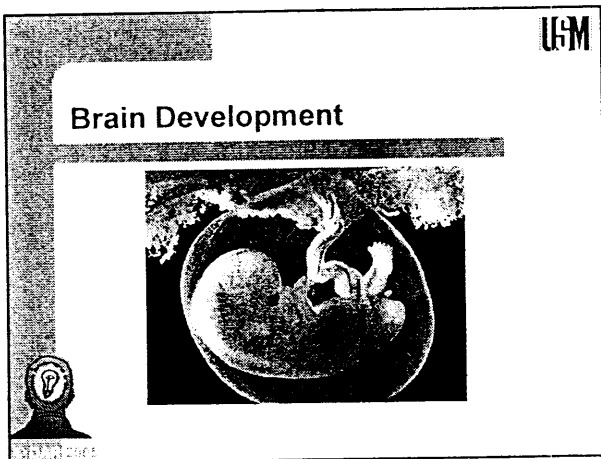
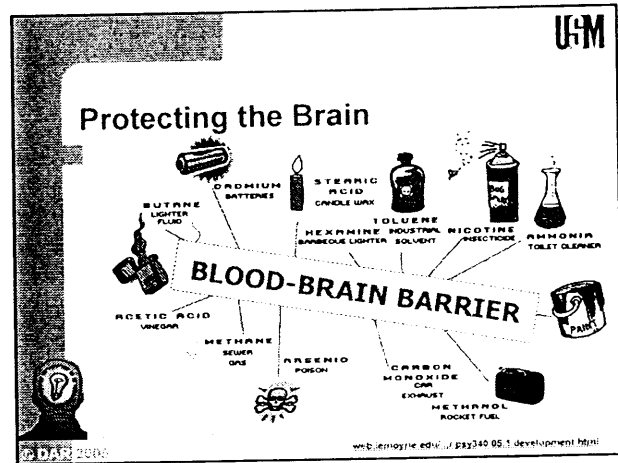
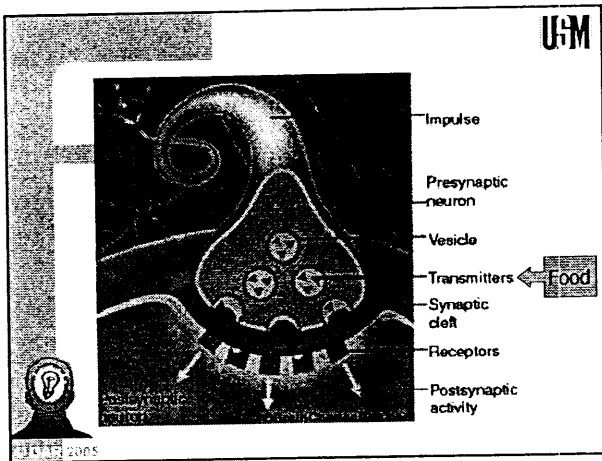
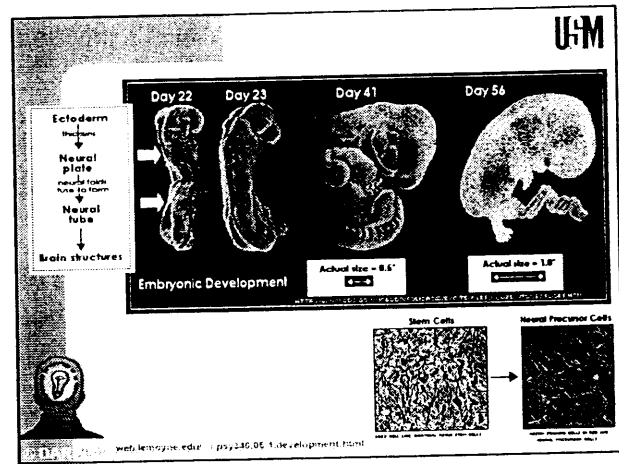
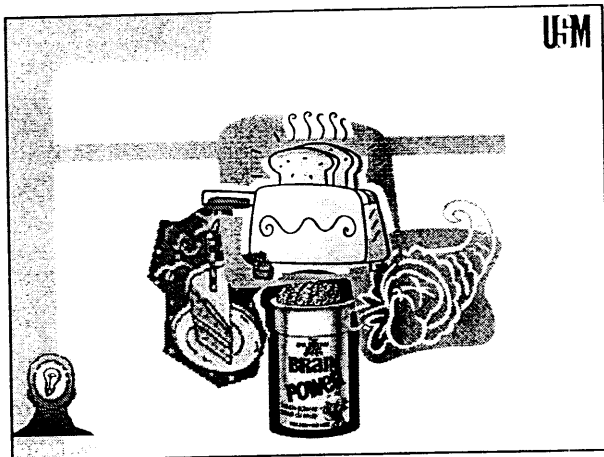
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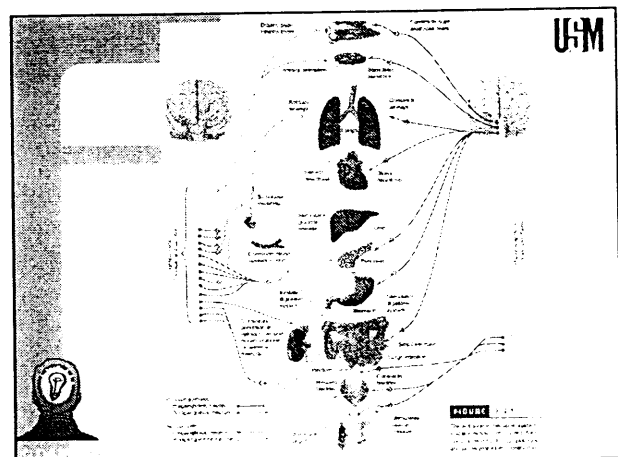
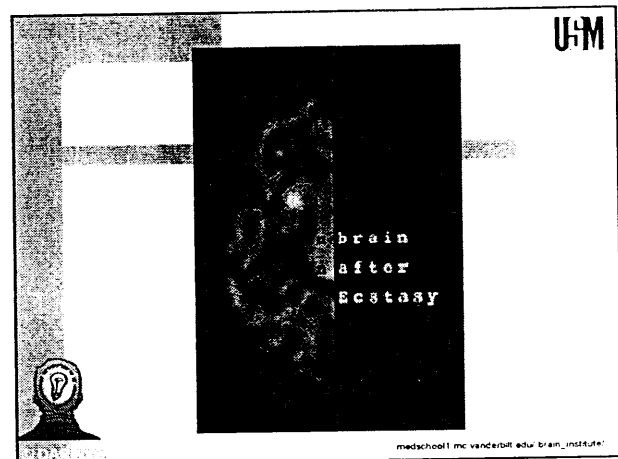
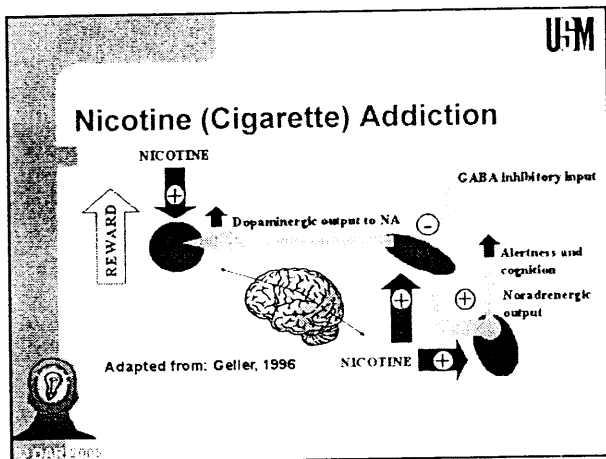
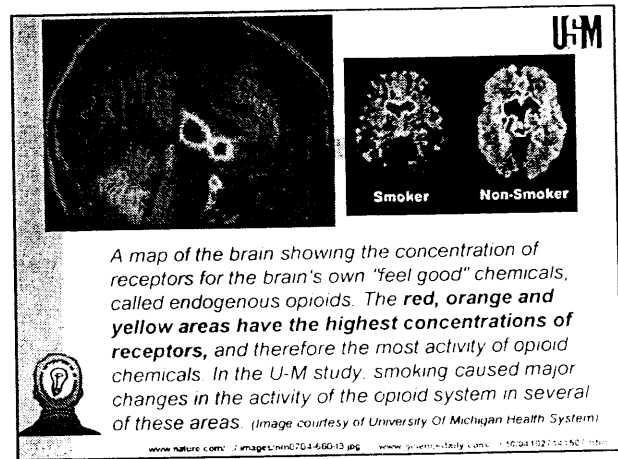
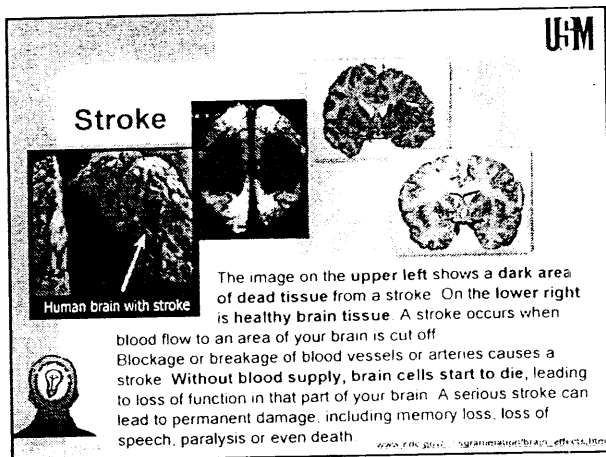


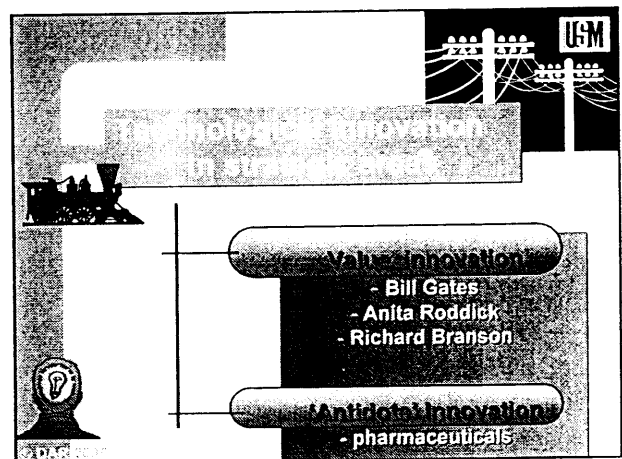
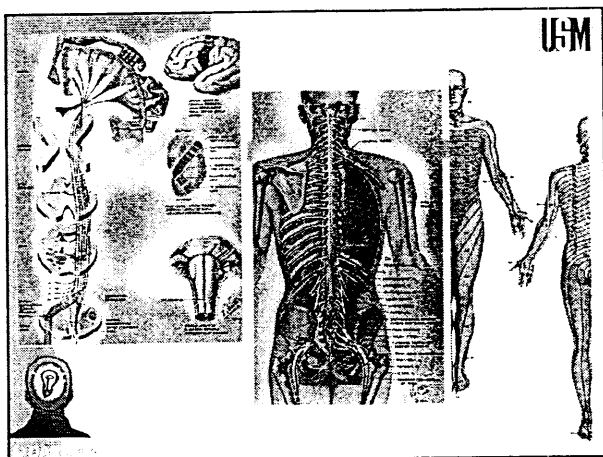
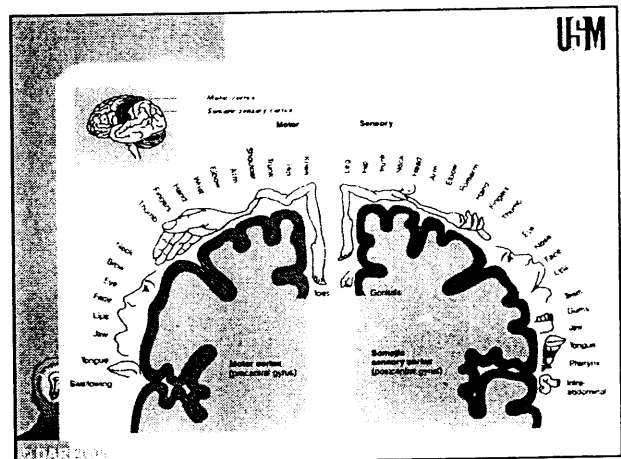
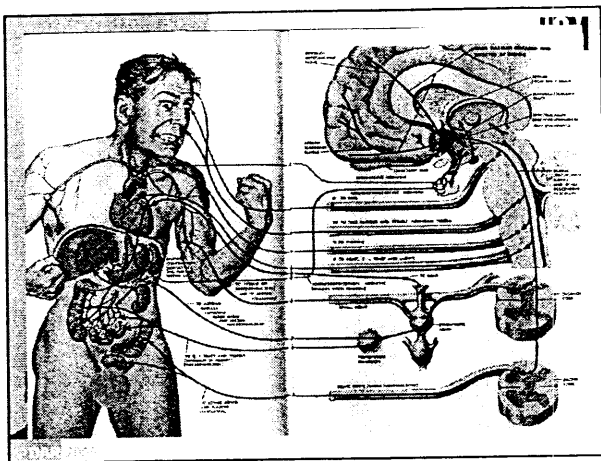
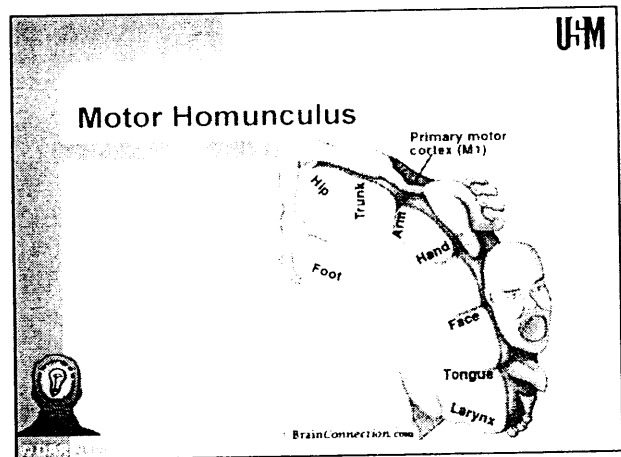
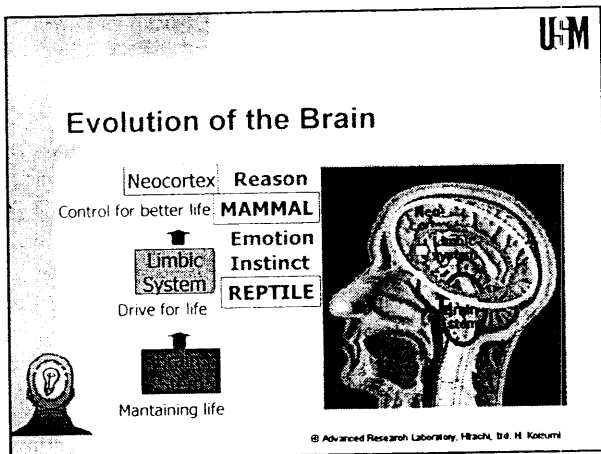


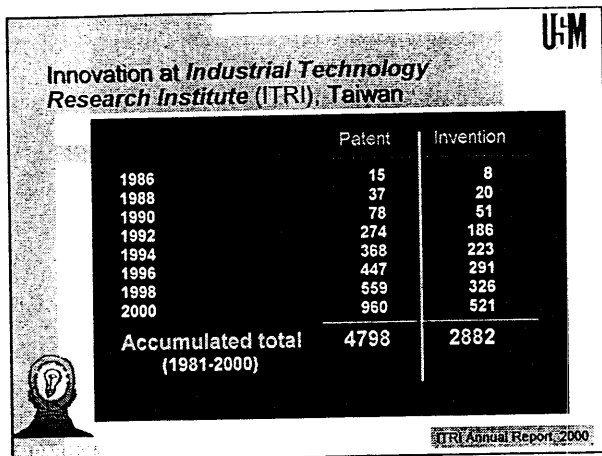












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**Peter Drucker:**

**"... every organization – not just businesses – needs one competence: *innovation*. And every organization needs a way to record and appraise its *innovative performance*."**

• Management Challenges for the 21<sup>st</sup> Century (1999)

**"...social innovation was far more critical than steam locomotives or the telegraph."**

• Innovation and Entrepreneurship (1985)

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**> Intellectual Capital**  
Comparison of number of resident patent application per million population, 2000

Japan	3062
South Korea	1561
USA	623
Australia	546
Malaysia	8.8

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**"Systematic innovation therefore consists in the purposeful and organized search for changes, and in the systematic analysis of the opportunities such changes might offer for economic or social innovation."**

**"But to be a successful change leader an enterprise has to have a policy of systematic innovation"**  
– "that is, a policy to *create change*."

Drucker, 1985, 1999

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**"...the knowledge-based innovator – and especially the one whose innovation is based on scientific or technological knowledge – needs to learn and to practice entrepreneurial management"**

**In fact, entrepreneurial management is more crucial to knowledge-based innovation than to any other kind."**

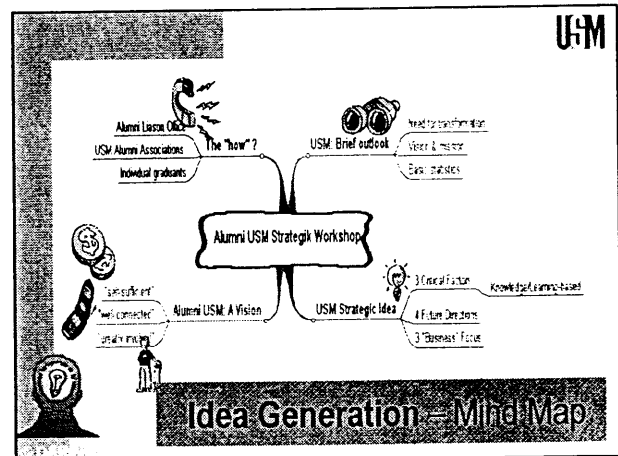
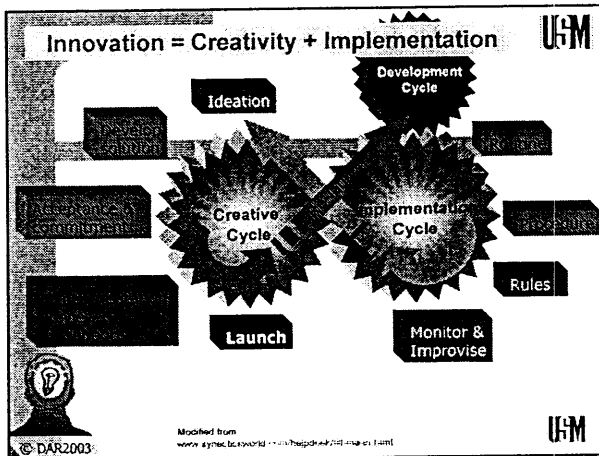
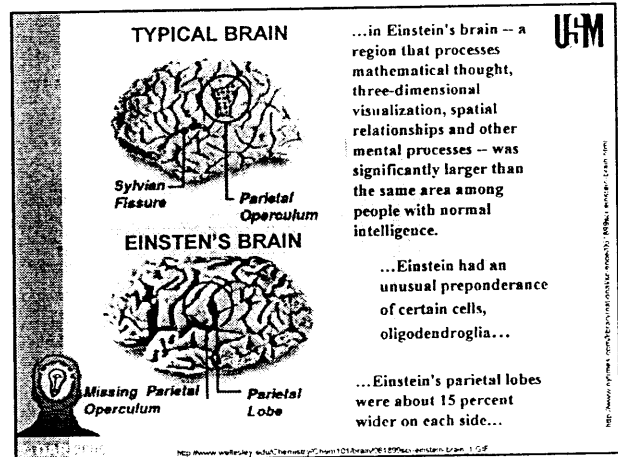
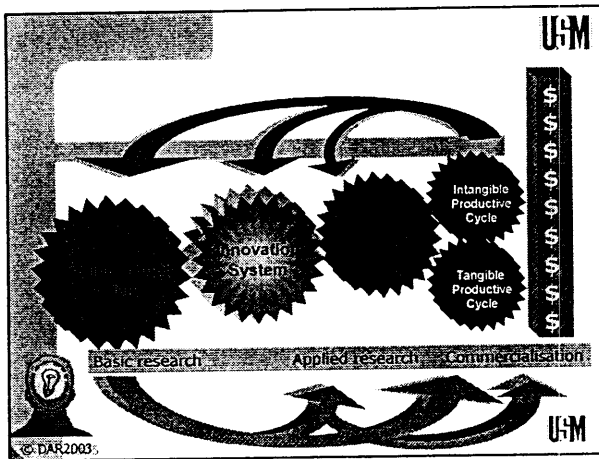
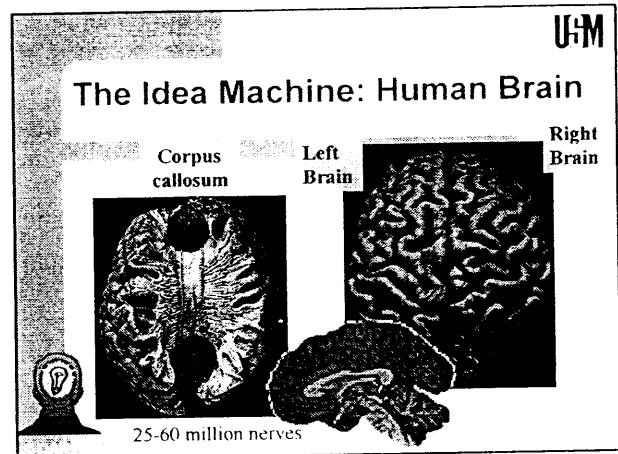
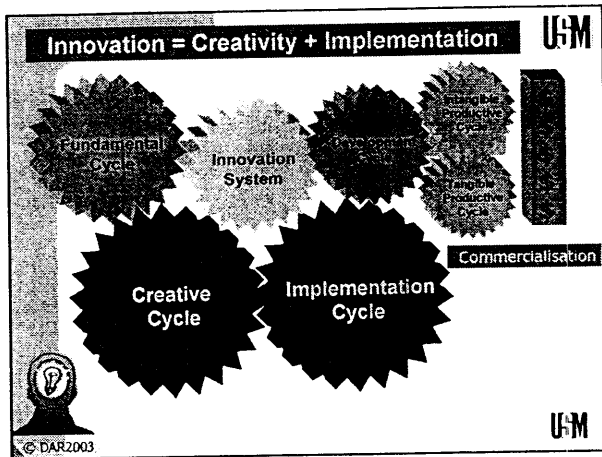
Peter Drucker (1985)  
'Innovation and Entrepreneurship'

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**"...a policy of systematic innovation produces the mindset for an organization to be a change leader. It makes the entire organization see change as an opportunity."**

Drucker, 1999

**for innovation/creativity**





U:M

## Musical Intelligence

- “the cerebellum, one of the enlarged brain areas in the musicians, is believed to be involved in ‘spatial temporal reasoning’ or the ability to visualise concepts, a skill helpful in mathematics”

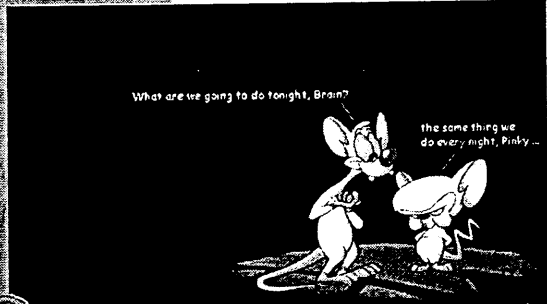
- Gordon Shaw  
President, Music Intelligence Neural Development  
Institute, Irvine, California

...Einstein has a thicker 'spatial temporal' area

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What are we going to do tonight, Brain?

the same thing we do every night, Brain!

..TRY TO TAKE OVER THE WORLD!




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## Effects of 'Mozart' classical music

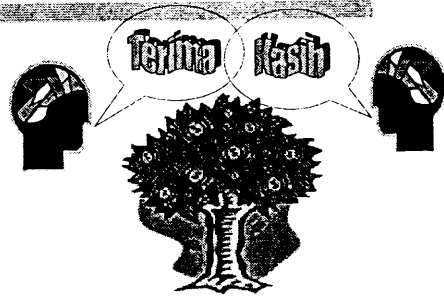
- >Able to coordinate breathing, cardiac and brain rhythms (alpha, beta, delta, theta)
- >Have positive effects on health
- >Promote feeling of 'well being'
- >Stimulate receipt of information and perception

All these can enhance 'creativity'




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Kasih




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## Conclusions

- ☐ Brain-based concept
- ☐ Enhance the use of whole brain
- ☐ Know more closely how brain function and how to optimise its role



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